



UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION

Business and Industry

SESSION 1963 - 64



Business and Industry

SESSION 1963-1964

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1963



Business and Industry
1971-1972

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1963-64

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DIVISION OF UNIVERSITY EXTENSION

BUSINESS AND INDUSTRY COURSES

<i>Assistant Director</i>	E. S. Phillips, B.A.
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TABLE OF CONTENTS

COURSES	PAGE
Special Lecture Programmes	28
Accounting—Budgetary Controls	9
Accounting—Cost Accounting for Management	9
Accounting—Financial Statement Analysis	9
Accounting—Fundamentals for Non-Financial Managers	10
Administrative Practices	10
An Appreciation of Architecture	10
Architectural Acoustics	11
Business Administration	11
Business Forecasting—Principles and Practice	11
Business Law	12
COBOL—The Common Business Oriented Language	12
Communications in Business—Written	13
Concepts in Management Science	13
Economics—Introductory	13
Economics—Canada and the World Economy	14
Economics—Managerial	14
Economics—Public Policy—Issues of the Sixties	15
Effective Speech in Business	15
Finance—Corporation	16
Finance—Personal	16
High Speed Data Processing	16
Human Factors in Industry	17
Human Relations and Human Organizations	17
Industrial Management	18
Marketing IA, IB	18
Marketing II	18
Mathematics—An Introduction to Matrices and Mathematical Programming	19
Modern Steel Structures	19
Office Management—Introductory	19
Personnel Administration—Introductory	20
Personnel Administration—Advanced	20
Personnel Administration—Interviewing	20
Personnel Administration—Labour Relations	21
Personnel Administration—Training	21
Production Management	21
Programmed Instruction	22
Psychology in Industry	22
Radioisotopes and Radiation	22
Small Business Organization and Management—A and B	23
Statistical Methods	23
Taxation—Personal and Corporate	24
Techniques of Operations Research	24
Wood Technology	25

ENGINEERING COURSES

Computer Programming and Analysis for Engineering	26
Feedback Control Systems	26
Mathematics	26
Recent Advances in Iron and Steel Making	27
Application Form	29

GENERAL INFORMATION

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BUSINESS AND INDUSTRY SECTION

PURPOSE

The principal purpose of the Business and Industry section of the Division of University Extension is to provide an educational programme of two types of subjects:

- (a) Subjects fundamental to business dealing with basic principles, and
- (b) A number of "applied" subjects the nature of which frequently changes depending upon the needs of the candidates.

The subjects offered under (a) above, are usually 20 lectures in length, conducted on a discussion-seminar basis and limited in class size. Outside reading is encouraged as well as class discussion. Some subjects are more advanced than others and require prior participation in basic courses for admission. By careful planning it would be possible to take an integrated programme over a period of years. Written tests are offered to students who wish to take them, but this is not obligatory.

Generally speaking the subjects referred to under (b) above, are lecture courses, consisting of a separate lecture each evening. As has been suggested, these are "information-giving" in an attempt to meet the current needs of a particular section of the business community. We are greatly assisted in many of these courses by the efforts of the co-sponsoring associations and institutes.

In summary, this programme of studies attempts to provide an opportunity to learn the "why" of things rather than the "how", the fundamental principles rather than the specialized detailed practice. The subjects are taught by a group of lecturers drawn from the University and the business community, who have broad experience in the practical application on their particular subject.

REGISTRATION

Students enrol by completing the application for admission on page 29 of this booklet, making the cheque or money order payable at par to

UNIVERSITY OF TORONTO

Individual application and payment is required from every student for each course. Students are encouraged to enrol by mail or in person at the University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9 a.m. to 5 p.m. daily except Saturdays.

EVENING REGISTRATION AND COUNSELLING will be held in the Wallberg Building (corner of St. George and College Streets), on the following evenings:

Monday, September 16	7:30-9:00 p.m.
Monday, September 23	7:30-9:00 p.m.
Wednesday, September 25	7:30-9:00 p.m.

FEES

Tuition fees are payable in advance. A student who elects to write the optional test is required to pay a fee of \$5.00 prior to the time of writing.

ADMIT-TO-LECTURE CARD

When a student enrolls in a course he receives a numbered receipt which is his admit-to-lecture card. This card must be shown at each lecture before entering the classroom.

COURSE ENROLMENT

Last day for enrolment for subjects starting in the Fall Term—SEPTEMBER 30. Lectures begin on the week of October 7. Last day for enrolment for subjects starting in the Winter Term—January 3. Lectures begin on the week of January 6.

In many classes enrolment is limited to 50 students. If more than this number registers for a class, an effort is made to organize an additional class. A second class will not be offered, however, until a minimum of 25 students has been accepted.

REFUNDS AND WITHDRAWALS

A student is held responsible for all courses in which he registers, unless he officially withdraws. Ceasing to attend a class does not constitute official withdrawal. Refunds will be considered *only* if they are requested before the *second* lecture of the course is given. Allowances cannot be made for a change of personal plans or for additional commitments which a student may accept after arranging his course schedule.

Because of the cost of making adjustments, a charge of \$5.00 is made for each refund. REQUEST FOR REFUNDS MUST BE IN WRITING AND BE ACCOMPANIED BY ADMIT-TO-LECTURE CARDS.

REQUIREMENTS AND RECOGNITION

Unless otherwise indicated, there are no academic requirements. In the case of some subjects, applicants are asked to send with the application, a brief résumé of experience so that we may assist the student to enter the appropriate class.

It is no longer possible for the Division to issue letters stating that an individual student was registered in a particular course or attended a course. Optional tests are offered, however, in many classes. The student who elects to write this test, is required to pay a fee of \$5.00 prior to the time of writing. The Division will issue a letter of recognition based on the lecturer's appraisal of the student's progress for these students who exercise this option.

The courses offered in the Business and Industry section do not lead to a diploma or a degree.

All courses are subject to change as to the time and place before the beginning of the term. Students will be notified of any changes.

PARKING

Students are urged to use public transportation. A parking fee of 50c is charged for parking facilities on the main campus. A fee of 25c is charged in the parking lots on Huron, Russell and Willcocks Streets.

DESCRIPTION OF COURSES

ACCOUNTING COURSES:

These Accounting courses are intended for men and women who seek a general understanding of the accountant's role and responsibilities. Anyone who wishes to become a bookkeeper or to study elementary accounting methods in detail, will find more appropriate courses elsewhere. Those who desire intensive study in accounting should communicate with the professional accounting organizations.

Accounting—Budgetary Controls *Lecturer: W. G. Peaker*

Ten lectures on Monday evenings at 6:00 in Room 254, Mechanical Building, beginning October 7. Fee: \$20.00

The course will include the study of the nature and purpose of budgets; benefits to be gained and disadvantages to be avoided. Types of budgets to include sales or revenue, purchases or production costs, selling expenses, general and administrative expenses, other expenses, cash budgets, capital expenditures, preparation of budgets including delegation of responsibility and organization; analysis of the budget and comparisons; and case studies.

Accounting—Cost Accounting for Management

Lecturer: H. E. Green

Twenty lectures on Wednesday evenings at 8:00 in Room 254, Mechanical Building, beginning October 9 Fee: \$40.00

This course deals with cost accounting, cost control and costs for use in business planning. It emphasizes current practice in cost accounting and related fields, and will be useful to business managers, key personnel and others who are required to interpret costs in operating a business.

Accounting—Financial Statement Analysis

Lecturer: K. H. C. Laundry

Twenty lectures on Monday evenings at 7:30 in Room 420, Galbraith Building, beginning October 7. Fee: \$40.00

The purpose of this course is to give those businessmen who have some knowledge of accounting a greater understanding of the problems involved in the reporting and analysis of financial information. The following topics will be discussed:

- Generally accepted accounting principles of asset valuation and income measurement

- Assumptions underlying the financial statements

- Composition of financial statements

- Limitations of financial statements

- Form, content and legal requirements of the balance sheet, statement of profit and loss and surplus statement

- Reporting of financial information by Canadian Public Companies

- Methods used to analyze balance sheets and statements of profit and loss

- Problems involved in price level changes.

Accounting—Fundamentals for Non-Financial Managers

Lecturer: W. A. R. MacFadden

Twenty lectures on Tuesday evenings at 6:00 in Room 123, Wallberg Building, beginning October 8. Fee: \$40.00

Many managers have reached their present positions through departments in the business other than the accounting department. This course is designed specifically to convey fundamental concepts and practices of finance and accounting to operating managers. The course begins with a few sessions on bookkeeping and accounting procedures and goes on to review financial statement analysis, cost accounting, budgeting and financing. The lecture-discussion method concentrates on the effect of financial and accounting concepts on interpretation of results, planning and influence on decision making. Case problems are used to illustrate significant aspects of the principals.

The class will be limited to 50 students.

Administrative Practices

Lecturer: E. S. Phillips

Twenty lectures on Wednesday evenings at 6:00 in Room 116, Galbraith Building, beginning October 9 Fee: \$40.00

The function of the administrator and the general nature of administration are the major subjects to be studied in this course. The practical reality involved in day-to-day planning, policy-making and control will be examined in the light of up-to-date theoretical knowledge of the administrative process.

This is a seminar-type course hence the emphasis will be on class discussion. Cases, films and an extensive reading list will help to provide background for what is hoped will be vigorous discussion.

Practical experience in administration at a decision-making level is a prerequisite for admission to the course.

Students are required to submit a brief résumé of experience with application forms.

The class will be limited to 35 students.

An Appreciation of Architecture II

Lecturer: T. Howarth

Ten lectures on Monday evenings at 8:00 in the School of Architecture, beginning October 7. Fee: \$20.00

By request this is an extension of last year's introductory course, "An Appreciation of Architecture". It is a refresher course for the professional, the high-school teacher, and the layman.

The subjects will range widely from residential buildings, interiors and furniture, to university architecture and civic design. Subjects studied will cover, especially, post-war architecture in Europe, the Americas and Canada.

Architectural Acoustics

Lecturer: V. L. Henderson

Twenty lectures on Monday evenings at 7:30 in Room 25, Engineering Building, beginning October 7. Fee: \$40.00

A series of lecture, laboratory and tutorial problem periods designed to provide architects and others interested in the architectural field, with a background of the principles of acoustics which will help them to apply science rather than witchcraft to the solution of their acoustical problems. It will include: the nature, generation, propagation, reflection, absorption, isolation, and measurement of sound; the control of reverberation and the transmission of sound in buildings, the control of noise out of doors, indoors and from service equipment; noise criteria; the application of sound amplification systems.

Business Administration

Lecturer: W. A. Dimma

Twenty lectures on Tuesday evenings at 6:00 in Room 252, Mechanical Building, beginning October 8. Fee: \$40.00

This course, divided into the four general areas of production, marketing, accounting and finance, and general management, will deal with a wide range of business activities. In twenty, two-hour sessions, the lecturer will survey many phases of business rather than select fewer topics and treat them more exhaustively. For this reason, admission to this programme presupposes some general knowledge of business, including at least one year of practical experience.

Business Forecasting—Principles and Practice

Lecturer: Jacques J. Singer

Twenty lectures on Tuesday evenings at 6:00 in Room 204, Galbraith Building, beginning October 8 Fee: \$40.00

This course surveys:

1. An introduction to business cycle theory and business cycle indicators, and a review of the business cycle pattern in Canada since the end of World War II
2. The development and need for business forecasting, analyzed from the viewpoint of the economy as a whole, particularly industries, and the individual company
3. Principles of short-term and long-term forecasting: (a) economic rationale, (b) statistical methods
4. Forecasts available for the Canadian economy.

This course is designed for persons responsible for both the preparation and interpretation of business and general economic forecasts. The emphasis is on practical applications at the company level. An elementary course in economics and/or statistics is a prerequisite.

Business Law

Lecturer: W. L. S. Trivett

Twenty lectures on Thursday evenings at 7:30 in Room 116, Wallberg Building, beginning October 10. Fee: \$40.00

The lectures in this course will be aimed at counselling an average businessman. Included in the topics which will be dealt with are:

The making of contracts

Buying, selling and mortgaging real estate

Municipal laws, zoning and assessment

Corporation and income tax

Sole enterprise, partnership and corporation law including manner of incorporation, organization, share structure and duties of directors

Financing the business enterprise

Credit buying and collection of debts.

The course is designed to be practical and informative, but not a substitute for legal advice. Students will be given sources of information and projects will be assigned to them.

The class will be limited to 50 students.

COBOL

Course Director: C. C. Gotlieb

—The Common Business Oriented Language

Lecturers: W. H. Jenkins

E. J. Grace

Twenty lectures on Thursday evenings at 7:30 in Room 1035, Wallberg Building, beginning October 10.

This is a detailed course on COBOL, the Common Business Oriented Language, providing the student with a thorough knowledge of the language and its practical applications. Instruction is based on the Linear Teaching Machine Method and was especially developed by Burroughs for their B5000 Computer.

Divided into three units of increasing detail and complexity, the course consists of twenty, two-hour, supervised work sessions, for each of which there are four hours of home assignments. Each unit, or level, reviews the previous unit while taking the student into more complex language constructs and applications.

Sample programmes, written during the course, will be compiled and run on the Burroughs B5000. A final examination will include programming a comprehensive problem using COBOL as the Source Language.

Applicants should have completed the course on "High Speed Data Processing", or have had commensurate experience. Applicants are requested to state the year in which they completed the "High Speed Data Processing" course or, if they have not yet completed the course, to give an outline of their commensurate Data Processing experience.

Fee: \$125 (includes tuition, course material and the opportunity to have exercise problems run on the computer).

The course is limited to 50 students.

Communication in Business—Written *Lecturer: R. N. Beattie*

Twenty lectures on Thursday evenings at 7:30 in Room 116,
School of Nursing, beginning October 10. Fee: \$40.00

This course is designed for supervisors who are required to write letters, memoranda, reports, instructions and other business communications. The planning and writing of these is the principal subject of discussion and practice, although the course does include some review of English grammar, usage and composition.

The class is limited to 25 students.

TEXT: Robert L. Shurter, Ph.D. "Written Communications in Business".

Concepts in Management Science *Lecturer: D. J. Clough*

Twenty lectures on Tuesday evenings at 7:30 in Room 319,
Galbraith Building, beginning October 8. Fee: \$40.00

This course integrates many important aspects of management science, emphasizing the contributions of the physical and behavioural sciences, engineering, economics and mathematics.

From the historical development of classical management principles, the course traces the applications of social psychology, decision theory, feedback control, and organization theory to the contemporary problems of decision-making and leadership.

Continuing with an evaluation of relevant economic concepts as bases for both qualitative and quantitative analyses, there are detailed discussions of competitive structure, demand analysis, production activity analysis, and the interaction of pricing, promotion and product-line strategies.

The power, scope and limitations of mathematical models in management science are portrayed through discussions of various applications.

The course is clearly designed to give a broad survey of a new and rapidly developing field.

Economics—An Introduction *Lecturer: J. I. McDonald*

Twenty-five lectures on Monday evenings at 8:00 in Room 104,
School of Nursing, beginning September 30. Fee: \$50.00

The elements of economic theory will be developed and illustrated with reference to contemporary economic problems. Lectures will include discussion of the following topics:

Price Theory and Applications

Money and Banking

National Income

Business Cycles and Economic Growth

International Trade.

The class will be limited to 40 students.

Economics—Canada and The World Economy

Lecturer: H. I. Macdonald

Sixteen lectures on Monday evenings at 6:00 in Room 101, School of Nursing, beginning October 7. Fee: \$30.00

This course is designed to outline the theory and practice of international trade, foreign investment and foreign exchange in the world economy. It will examine the development of world trade, international agencies, and new institutions such as the European Common Market. Attention will be concentrated on the position of Canada in the world economy and her current problems. Some familiarity with the general background of Economics will be helpful such as that offered in "Economics—An Introduction".

1. The Evolution of the World Economy
2. The Basis of Free Trade
3. The Arguments for Tariff Protection
4. The Gold Standard and the Inter-War Years
5. Foreign Exchange and the Foreign Exchange Rate:
 - (a) free exchange rates
 - (b) controlled exchange rates
6. The Balance-of-Payments:
 - (a) meaning and contents
 - (b) Canada
 - (c) the process of adjustment
7. Foreign Trade and Economic Growth
8. Canadian Commercial Policy
9. Foreign Investment:
 - (a) the theory and meaning
 - (b) the Canadian experience
 - (c) particular Canadian problems
10. The European Common Market and European Free Trade Association
11. International Organizations: the IMF, IBRD, GATT
12. The United States and the World Economy: Trade and Development.

SUGGESTED READING: P. T. Ellsworth—*The International Economy Revised*: Macmillan.

Economics—Managerial

Lecturer: J. I. Stewart

Ten lectures on Thursday evenings at 6:00 in Room 305, Galbraith Building, beginning October 10. Fee: \$25.00

This course is designed to provide students who have already studied basic economic theory with an opportunity to consider the way in which such theory can be utilized in making business decisions in the areas of costing, product lines, promotion, pricing, and finance. It will be conducted on a combined lecture-seminar basis with case studies being assigned for student investigation and subsequent class discussion. While a knowledge of economic theory is desirable, it is not an essential and the important concepts will be briefly reviewed in the context of the present course.

TEXT: *Business Economics, Principles and Cases*—Colberg, Bradford & Alt.

A SUGGESTED SUPPLEMENTARY TEXT: *Managerial Economics*—Joel Dean

Economics—Public Policy Issues of the Sixties

A Seminar on Contemporary Economic and Business Problems

Course Director & Lecturer: J. J. Singer

Ten lectures on Tuesday evenings at 8:00 p.m. in Room 204, Galbraith Building, beginning October 8. Fee: \$25.00

This course offers a study and discussion of the major economic and business issues facing Canada in the Sixties. Among the topics for study are: the manpower and employment situation, our foreign trade and payments, taxation, the financial system, anti-combines regulations, economic planning and economic growth. It is anticipated that these subjects will be studied on a rotating basis over a number of years, with timeliness as a deciding factor in the choices for each semester.

The topics scheduled for the Autumn 1963 session are:

1. The road to full employment
2. The balance of trade and international payments
3. The financial system: an appraisal of the Royal Commission on Banking and Finance
4. The goals of national economic planning.

The study on each subject will start with an introductory lecture by the instructor, outlining the sources of information for each topic, and its quantitative and qualitative boundaries. This will be followed by addresses given by invited guest speakers from business and government circles. Finally, there will be a classroom discussion of the topic.

Effective Speech in Business

Lecturer: Mrs. Helen Tucker

Twenty lectures on Wednesday evenings at 7:30 in Room 104, School of Nursing, beginning October 9. Fee: \$40.00

Men and women in business today must be constantly alert to change, in themselves and in employment opportunities. Training in speech communications enables one to react with greater ease and skill to new situations. Most people require some basic training in voice production, clarity of expression and use of language appropriate to different types of people. This is provided in the introductory course. In the second term exercises are given for "thinking on one's feet", and students practise writing and delivering various kinds of speeches and conducting meetings.

The class is limited to 30 students. A letter should accompany the application and should state the candidate's interest in and qualifications for the course.

Finance—Corporation

Lecturer: J. Nestor

Twenty lectures on Wednesday evenings at 7:30 in Room 103, School of Nursing, beginning October 9. Fee: \$40.00

This course deals with the problems faced by the manager responsible for the finance function in a corporation, although the principles involved can be applied to other forms of business organization.

Funds must be raised on the best possible terms. Various sources available to the corporation and their explicit and implicit terms are examined, e.g. common stocks, preferred stocks, bonds, loans and internal sources. Simultaneously as funds are available they must be applied as profitably as possible. Assuring a steady flow of funds through the corporation while maximizing profit is the responsibility of the financial manager.

The approach will be a combination of theoretical and practical with ample class participation.

An introductory knowledge of accounting and financial statement analysis, although not necessary, would be an asset.

TEXTS:

1. HUNT, WILLIAMS AND DONALDSON—*Basic Business Finance*, Irwin, Revised Edition.
2. VANDEL AND COLEMAN—*Case Problems in Finance*, Irwin, Fourth Edition.

Finance—Personal

Lecturer: M. Archer

Ten lectures on Thursday evenings at 6:00 in Room 319, Galbraith Building, beginning October 10. Fee: \$20.00

The basic principles of personal and business finance are the same. Accordingly, the approach of this course is to apply elementary economic and accounting concepts applicable in business to the basic problems of personal finance. In examining in this way such topics as budgeting, ordinary spending, investment (including investment in houses, other durables, etc.; as well as in life insurance, stock and bonds, etc.), and short- and long-term borrowing, the student should gain an understanding of personal finance, and some appreciation of business finance as well.

High Speed Data Processing *Course Director: J. N. P. Hume*

Twenty lectures on Thursday evenings at 7:30 in Room 120, Galbraith Building, beginning October 10. Fee: \$50.00

This introduction to modern high-speed data processing systems provides a general background on the uses of stored programme electronic data processors in business problems. It is divided into three approximately equal sections:

- data processing systems
- coding and programming
- applications.

The section on systems is a study of the components and principles of electronic data processors. The section on coding and programming introduces terminology and new ideas through a few simple problems. The last section is about the application of these new methods to insurance, inventory control, accounting, production scheduling, etc. Throughout the course a special effort is made to concentrate on methods which are generally valid on modern machines. The course terminates with a symposium, in which representatives of manufacturing and other organizations active in this field in Canada are invited to participate.

Applicants need not have specialized knowledge of mathematics nor any knowledge of electronics. They should, however, have some interest and experience in a field where the handling of numerical data is important, such as accounting, banking, business management, investment financing or insurance.

This class is limited to 100 students.

Human Factors in Industry

Lecturer: J. Grant

Twenty lectures on Tuesday evenings at 7:30 in Room 220, Galbraith Building, beginning October 8.

Fee: \$40.00

This course is an overview of the recent Social Science Research and Writing in Motivation, Job Satisfaction and Staff Development. What does this material imply about the nature of people and behaviour in industry? It is not intended to provide rules for good personnel practices. It will be an attempt to give a broader understanding of human behaviour and to develop a more useful framework from which to assess current assumptions and policies regarding people at work.

Participants should have at least a basic understanding of the social sciences and be presently engaged in full time personnel work.

Human Relations and Human Organization

Lecturer: T. Mallinson

Twenty lectures on Wednesday evenings at 7:30 in Room 314, Galbraith Building, beginning October 9.

Fee: \$40.00

The purpose of the course is to further our understanding of the interdependence of human relationships and human organizations, and to develop a greater awareness of the causes of behaviour (whether individual or group). Such understanding can develop best from learning situations in which people participate in analyzing common experiences, and where they can experiment with new ways of looking at problems and working with others. Consequently, while some lecture and demonstration materials will be offered, the major attempt of this course will be to improve our abilities to analyze and apply present knowledge and experience by practising and observing various approaches to human situations in a "learning" framework.

The course is limited to 25 students.

Industrial Management

Lecturer: W. T. Nutson

Twenty lectures on Thursday evenings at 7:30 in Room 128, Mining Building, beginning October 10. Fee: \$40.00

This course, a study of the principles and techniques of management with emphasis on industrial engineering, recognizes the increasing interest of industry in scientific management. It should be of interest to persons working either in line or staff positions. The different functions of departmental management as they apply in a manufacturing organization are considered. The techniques of scientific management are explained and case problems will be discussed, to indicate their application.

The class will be limited to 50 students.

TEXT: HAYNES AND MASSIE—*Management Analysis, etc.*, Prentice-Hall.

Marketing IA

Lecturer: J. Rotman

Twenty lectures on Wednesday evenings at 7:30 in Room 1033, Wallberg Building, beginning October 9. Fee: \$40.00

An introduction to Marketing is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and the firm's objectives are accomplished.

Marketing IB

Lecturer: J. Jenkins

Twenty lectures on Monday evenings at 7:30 in Room 319, Galbraith Building, beginning October 7. Fee: \$40.00

An introduction to Marketing is intended to develop an appreciation of the types of management problems that an executive encounters in relation to the marketing functions. The major external forces that influence marketing decisions will be considered during the first half of the course. The remainder of the course will consider the need for a properly balanced program through which consumer demands are satisfied and firm's objectives are accomplished.

Marketing II

Lecturers: David Ferguson—R. Johnson

Twenty lectures on Thursday evenings at 7:30 in Room 102, Mechanical Building, beginning October 10. Fee: \$40.00

Marketing II is an advanced seminar course concerned with the development of marketing objectives and policies with particular emphasis on the economic and social structure of the Canadian market. Lectures and discussions will be used to examine the various elements of marketing merchandising, advertising, distribution, sales management and major attention will be given to marketing research including general economic and sales forecasting.

The student is expected to be familiar with the basic marketing principles covered in Marketing I so that this knowledge can be applied both to the

examination of overall marketing policy and the study of the interrelationship between marketing and other functions of the business organization.

Actual case material and other assignments will be presented requiring home preparation and active participation during the course.

The course will be limited to 100 students.

Mathematics—An Introduction to Matrices

and Mathematical Programming

Lecturer: J. A. Sarjeant

Twenty lectures on Tuesday evenings at 6:00 in Room 403, Galbraith Building, beginning October 8.

Fee: \$40.00

In recognition of the increasing importance of mathematical analysis of management problems, this course provides an introduction to matrix algebra and mathematical programming. Students will be expected to have completed Grade XIII mathematics.

The basis of the course will be a *programmed learning* text which will be supplemented by some class discussion and further practical examples. This course will be of interest to staff or line personnel, concerned with such areas as production control, purchasing, industrial engineering, operations analysis or systems analysis, or others wishing to learn the terminology and potential application of matrix algebra and linear programming.

The TEMAC text material "Temac Management Decision-Making" is required for the course.

Modern Steel Structures—Behaviour and Design Criteria

Lecturer: D. J. L. Kennedy

Twenty lectures on Tuesday evenings at 7:30 in Room 248, Galbraith Building, beginning October 8.

Fee: \$40.00

This course includes the examination of types of steel available and their significant engineering properties. Discussion of behaviour of members under tension, compression, flexure and combined stress. Connections. Study of test data and other background material leading to a critical review of current specifications. Topics include: elastic and inelastic buckling, effective column lengths, thickness of compression elements, laterally unsupported beams, beam-columns, bolted connections, fasteners under tension and shear.

Office Management—Introductory

Lecturer: J. Duffin

Ten lectures on Tuesday evenings at 7:30 in Room 304, Galbraith Building, beginning October 8.

Fee: \$20.00

This Introductory course will appeal to the general supervisor or to men and women who are attracted to Office Management as a career. Also newly appointed Office Managers who have limited formal training may find useful the background information available in the course.

The content covered during the 10 evenings will be of a basic nature. There will be ample time for the discussion of problems.

Among the topics to be discussed are the following:

The Office Manager's function and responsibilities
Organization and Methods

Personnel Selection and Training
Communications and Records
Standardization of Office Operations
The class will be limited to 40 students.

Personnel Administration—An Introduction

Lecturer: N. W. Hayman

Twenty lectures on Monday evenings at 7:30 in Room 221, Galbraith Building, beginning October 7. Fee: \$40.00

This course should prove useful to individuals who have just entered or are interested in entering the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.

As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of written and filmed cases.

Topics covered include the relationship of the personnel function to the rest of the organization, the nature of work, training and development of people, psychological and human relations research and their contributions to personnel administration, communication and interviewing, recruiting and placement, job evaluation and salary administration, merit rating, current labour relations problems and trends.

The class will be limited to 50 students.

Personnel Administration—Advanced

Lecturer: R. H. Nicholson

Twenty lectures on Wednesday evenings at 7:30 in Room 216, Galbraith Building, beginning October 9. Fee: \$40.00

This course is limited to those people who are presently engaged in full-time personnel work. The work of the supervisor, manager and personnel administrator will be examined in the light of what social science has discovered about the nature of people and most pressing problems that business has when dealing with its human resources. Some of the present practices will be discussed and evaluated as methods available to business people.

Personnel Administration—Interviewing and Counselling

Lecturer: E. S. Phillips

Twenty lectures on Wednesday evenings at 8:00 in Room 116, Galbraith Building, beginning October 9. Fee: \$40.00

There is considerable agreement that good management depends to a large extent on the character and degree of communication between supervisor and subordinate.

This course is offered to those who are interested in learning to improve their interviewing skills. While it may be of interest to staff persons, it will be of particular interest to managers and supervisors.

The word "interviewing" has almost entirely been associated with the employment interview. In this course various types of interviews will be covered, i.e. counselling interviews, promotion interviews, corrective interviews, employee opinion interviews, appraisal interviews and exit interviews.

In the interview training the emphasis will be on observation, practice, critical review and discussion of practical experience.

Students are required to submit a brief resume of their experience with application forms.

The class will be limited to 30 students.

TEXT: KAHN AND CANNELL—*The Dynamics of Interviewing*, J. Wiley & Sons.

Personnel Administration—Labour Relations

Lecturer: J. Nesbitt

Twenty lectures on Thursday evenings at 7:30 in Room 414, Mechanical Building, beginning October 10. Fee: \$40.00

This course is primarily for people in industry who now carry responsibility for decisions in personnel administration, particularly where collective bargaining is a factor.

It deals with the laws, history, principles and techniques involved in the negotiation and administration of collective agreements and the human relations situations arising therefrom.

Personnel Administration—Training

Lecturer: J. L. Sukloff

Twenty lectures on Wednesday evenings at 8:00 in Room 319, Galbraith Building, beginning October 9. Fee: \$40.00

This course is specifically designed for those who wish to know and make use of the latest knowledge and techniques in training employees and in developing supervisors and managers to meet today's business and industrial needs.

Emphasis is placed on the value of training programmes and their practical use in solving the day-to-day and long-range operating problems of an organization.

The course provides an opportunity for people carrying personnel responsibilities or in line management positions to study programmes in effect in other companies and to learn more about

1. Organization Planning
2. Determining Training Needs
3. How People Learn
4. Teaching Techniques
5. The Art of Questioning
6. On the Job Training
7. Supervisory Training
8. Management Development.

Production Management

Lecturer: J. G. Beresford

Twenty lectures on Monday evenings at 8:00 in Room 116,
Wallberg Building. October 7.

Fee: \$40.00

This course deals primarily with the functions of Production Management, stressing the activities of planning organization and control. Emphasis will be placed on the principles and methods of analysis applicable to the solution of problems of the production function within the industrial enterprise. While the course develops the principles and concepts of Production Management, it does not provide a detailed study of the techniques used in the application of these principles.

Topics discussed include:

Planning for production

Organization for operation

Production planning and control.

Programmed Instruction

Lecturer: W. H. Cumberland

Twenty lectures on Thursday evenings at 7:30 in Room 243,
Galbraith Building, beginning October 10.

Fee: \$40.00

An introductory course on programmed learning concepts and applications for those who wish to appreciate programmed instruction and to begin producing programmed instructional material in business, industry, and the formal educational field. Principles of programming, techniques of programme writing, testing techniques will be discussed. Current trends will be examined. There will be considerable group participation in preparing and evaluating programmes. Participants are advised to work through *The Analysis of Behaviour*, by Holland and Skinner, (McGraw Hill) and *A Programmed Primer on Programming*, Vols. I & II, by Susan Markle (Centre for Programmed Instruction).

Psychology in Industry—Introduction

Lecturer: J. A. Wainwright

Twenty lectures on Wednesday evenings at 7:30 in Room 220,
Galbraith Building, beginning October 9.

Fee: \$40.00

Psychology has developed many understandings of human behaviour that can be productively applied to business and industry.

This course deals with the application of the principles of psychology to business and industrial situations. Areas dealt with include the application of psychology to employee motivation and attitudes, selection and placement, employee appraisal and promotion, training and development, and the effective use of psychological tests in business and industry.

Discussion of these areas of application will include consideration of such topics as absenteeism, labour turnover, work groups and informal organization, communication, and leadership.

Radioisotopes and Radiation

Lecturers: D. G. Andrews, R. E. Jervis

Twenty-five lectures on Monday evenings at 6:30 in Room 304, Galbraith Building, beginning October 7. Fee: \$50.00

This course is intended to give persons in all walks of life, whether industry, business or other professions, some idea of the growing importance and manifold uses of Radioisotopes and Radiation in medicine, agriculture, research and industry.

The course will cover the basic characteristics of Radioisotopes and Radiation with many typical applications. Films and demonstrations will be used to illustrate the lecture material.

There are no fixed entrance requirements, although knowledge of simple mathematics and physics are desirable.

Small Business Organization and Management—A

Lecturer: S. G. Hennessey

Twenty lectures on Wednesday evenings at 6:00 in Sidney Smith Hall, beginning October 9. Fee: \$40.00

This series of meetings is intended for men and women who direct the affairs of small businesses. Such people are often unable to benefit from the experience and knowledge of close associates. They cannot draw easily on the specialized understanding and skill which are available in large enterprises. The purpose of these meetings is to assist them in overcoming some of these difficulties.

For this course, the term "small business", is intended to include business units having at least three of the following characteristics:

1. Management makes decisions without superior external direction
2. Capital is supplied by an individual or a small group
3. Area of operations is mainly local
4. Relative size: the business is not one of the biggest in the industry
5. Employees number fifteen or more.

Meetings will take the form of lecture-discussions. Current problems and situations will be examined. Members will have the maximum possible opportunity to participate and each is expected to contribute to the discussion at appropriate times.

Applicants are required to submit a brief résumé of experience with the application form.

TEXT: KELLEY AND LAWYER—*How to Organize and Operate A Small Business.*

The class will be limited to 35 students.

Small Business Organization and Management—B

Ten lectures on Tuesday evenings at 6:00 in Sidney Smith Hall, beginning October 8. Fee: \$20.00

This series of meetings is intended for those men and women who contemplate the establishment of a small business. Very often such people do not understand fully the implications of a new undertaking. These meetings are intended to give the participants an opportunity of exploring the potential difficulties, desires and benefits.

Statistical Methods

Lecturer: B. Bernholtz

Twenty lectures on Tuesday evenings at 7:30 in Room 101, School of Nursing, beginning October 8. Fee: \$40.00

An introductory course in Statistical Methods and their application to the collection and analysis of data. While the underlying theoretical concepts will be discussed, mathematical derivations will be omitted. Topics which will be covered are:

- Frequency distributions
- Averages and measures of variability
- Tests of significance
- Confidence intervals
- Analysis of variance
- Regression and correlation
- Frequency data and contingency tables
- Elementary Methods for analyzing time series.

No mathematics beyond high school algebra is required.
The class will be limited to 50 students.

Taxation—Personal and Corporate *Lecturer:* J. R. Hutchinson

Twenty-five lectures on Wednesday evenings at 7:30 in Room 45, Electrical Building, beginning October 2. Fee: \$50.00

Tax law will often determine whether or not a business venture is feasible. The tax law itself sometimes creates business opportunities. This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. Typical items covered are: amalgamations, depreciation policy, sales tax, dividend policy, etc.

As well as executives, this course should be of particular interest to trust company trainees, life underwriters, chartered accountants and lawyers who received their training outside Canada and who wish to become familiar with Canadian tax law.

The general plan will be to outline the relevant tax regulations covering a given topic, to give illustrative examples and to discuss the implications of the regulations. In addition to acquiring an appreciation of existing tax law, it is intended that the executive will become familiar with the sources of information covering present and future regulations.

The major course topics are listed below:

1. Corporation Income Tax
2. Depreciation
3. Arms Length Transaction
4. Purchase and Sale, Amalgamation of Businesses
5. Stock Options, Pension Plans, Profit Sharing Plans
6. Provincial Taxation
7. Capital Gains
8. Gift Tax
9. Succession Duties and the new Estate Duty Act
10. Sales Tax.

The class will be limited to 50 students.

Techniques of Operations Research

Course Director: H. V. Fullerton

Twenty lectures on Thursday evenings at 7:30 in Room 204, Galbraith Building, beginning October 10. Fee: \$40.00

This course is intended to provide a working knowledge of some of the principal techniques of operations research. It should give future practitioners a basis from which to continue their own development towards technical competence in operations research; but it cannot be extensive enough to provide this competence in the time available. The treatment will, however, be considerably more intensive than usually given in single-lecture survey courses, and will require an understanding of mathematical symbolism.

Four techniques of operations research will be described by lecturers with practical experience in operations research. The emphasis will be on the concepts underlying each technique and on methods of applying it to business and industrial problems, and not on rigorous mathematical derivations of the theoretical formulae.

Wood Technology *Lecturers:* R. W. Kennedy and J. D. Irwin

Sixteen lectures on Tuesday evenings at 7:00 in Mechanics Laboratory, Faculty of Forestry, beginning October 8.

Fee: \$40.00

This course is designed for supervisory personnel in secondary industry, engineers, architects and technical salesmen. It will deal with the identification, preparation and use of wood and wood products. The course will include such topics as: Botanical nature of wood; wood moisture relations; properties of wood-base structural materials; strength of wood and wood products; and wood preservation.

The class is limited to 30 students.

ENGINEERING COURSES

Computer Programming and Analysis for Engineers

Lecturer: A. Hewitt

Twenty-five lectures on Tuesday evenings at 7:30 in Room 305, Galbraith Building, beginning October 1.

Fee: \$55.00 (Includes examination fee)

This course covers scientific programming language and technique including programme analysis, logic diagramming, coding, debugging and documentation.

Examples of various applications are explored. Each student will be assigned a problem in his own area of interest to be carried through final Computer compilation.

Other topics touched on will include: History of Computers from their internal organization and design, Symbolic logic, data processing and latest developments in computer language and application.

Feedback Control Systems

Lecturer: A. Straughen

Twenty-five lectures on Monday evenings at 7:30 in Room 248, Galbraith Building, beginning October 7.

Fee: \$55.00 (Includes examination fee)

A study of the analysis and synthesis of linear feedback control systems by means of differential equations and the Laplace transformation. Topics covered include methods of compensation, stability, root-locus methods, systems with time delays, and A.C. Control Systems. An introductory study of non-linear systems is also made including the use of describing function and phase-plane methods of analysis.

This course is intended for professional engineers.

Mathematics

Lecturer: R. W. P. Anderson

Twenty-five lectures on Tuesday evenings at 7:30 in Room 414, Galbraith Building, beginning October 8.

Fee: \$55.00 (Includes examination fee)

Those entering this course will be assumed to have undergraduate engineering mathematics or its equivalent. It is not intended that the classic calculus or differential equations will be covered. The course consists of: Elementary linear algebra including systems of linear equations, matrix, notations and operations, inversions, vectors and transformations, as well as some elements of numerical analysis.

The class will be limited to 50 students.

Recent Advances in Iron and Steelmaking

Lecturer: H. U. Ross

Ten lectures on Monday evenings at 7:30 in Room 403, Galbraith Building, beginning October 7. Fee: \$25.00

The purpose of this course is to describe the changes that have taken place in the iron and steel industry during the last two decades. It is assumed that those taking this course are familiar with the general principles involved in the reduction and refining of iron.

Most of the recent advances have been toward increasing production rates without the need for increased capital expenditures. Foremost among these have been the changes in the blast-furnace process brought about partially by improvements in iron-ore concentration and agglomeration. In addition, much research has been conducted on alternative methods of iron reduction which could replace the blast furnace for this purpose. The present status of these alternative processes are discussed.

Special Lecture Programmes

The Division of University Extension co-operates with a number of organizations and associations in the operation of educational courses. The names of these courses and respective associations are listed below:

Course	Organization
C.I.M.A. (Beginning in October)	The Canadian Industrial Management Association
Banking Courses (Beginning in October)	The Canadian Bankers' Association
Computer Programming & Analysis for Engineers	The Association of Professional Engineers (Toronto Section)
Mathematics	
Feedback Control Systems	
Office Management (Beginning in September)	(All beginning in October) National Office Management Association (Toronto Chapter)
Biochemistry (Beginning in October)	Chemical Institute of Canada (Toronto Section)
Public Administration (Beginning in September)	Civil Service Commission of Ontario
Quality Control through Statistical Methods (Beginning in October)	The Toronto Quality Control Society
S.I.C.A. (Beginning in October)	Society of Industrial and Cost Accountants
Recent Advances in Iron and Steelmaking (Beginning in October)	American Society for Metals
Modern Steel Structures (Beginning in October)	Canadian Institute of Steel Construction

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Services of the DIVISION OF UNIVERSITY EXTENSION

In addition to the Business and Industry courses, the Division of University Extension offers many other courses and services. Readers of this brochure are invited to ask about:

1. *General Course (Extension)* leading to the Bachelor of Arts degree.
2. *Evening Course in Business*, leading to a Certificate. Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry, and in the Civil Service, who are in or working toward, positions of responsibility. One or two of the six subjects may be undertaken each year. Six are required for graduation.
3. *Evening Tutorial Classes* are available for adults in the Metropolitan area of Toronto and the surrounding districts. The programme includes a wide range of subjects in the liberal arts for those who are not seeking credit. Special courses are also offered to meet the needs of professional and semi-professional groups.
4. *Correspondence Courses* are conducted for The Association of Administrative Assistants, the Canadian Association of Purchasing Agents, The Canadian Credit Institute, The Canadian Institute of Realtors, The Certified Public Accountants' Association of Ontario, the Chartered Institute of Secretaries, The Institute of Export, The Society of Industrial and Cost Accountants. The Division of University Extension is also associated with the Institute of Chartered Life Underwriters of Canada in the supervision of their C.L.U. Course.

For information on all courses, telephone 928-2393, 928-2394, 928-2395 or 928-2396.

Advanced Seminars are offered by the School of Business on:

Principles of Administration
Marketing
Production
Finance

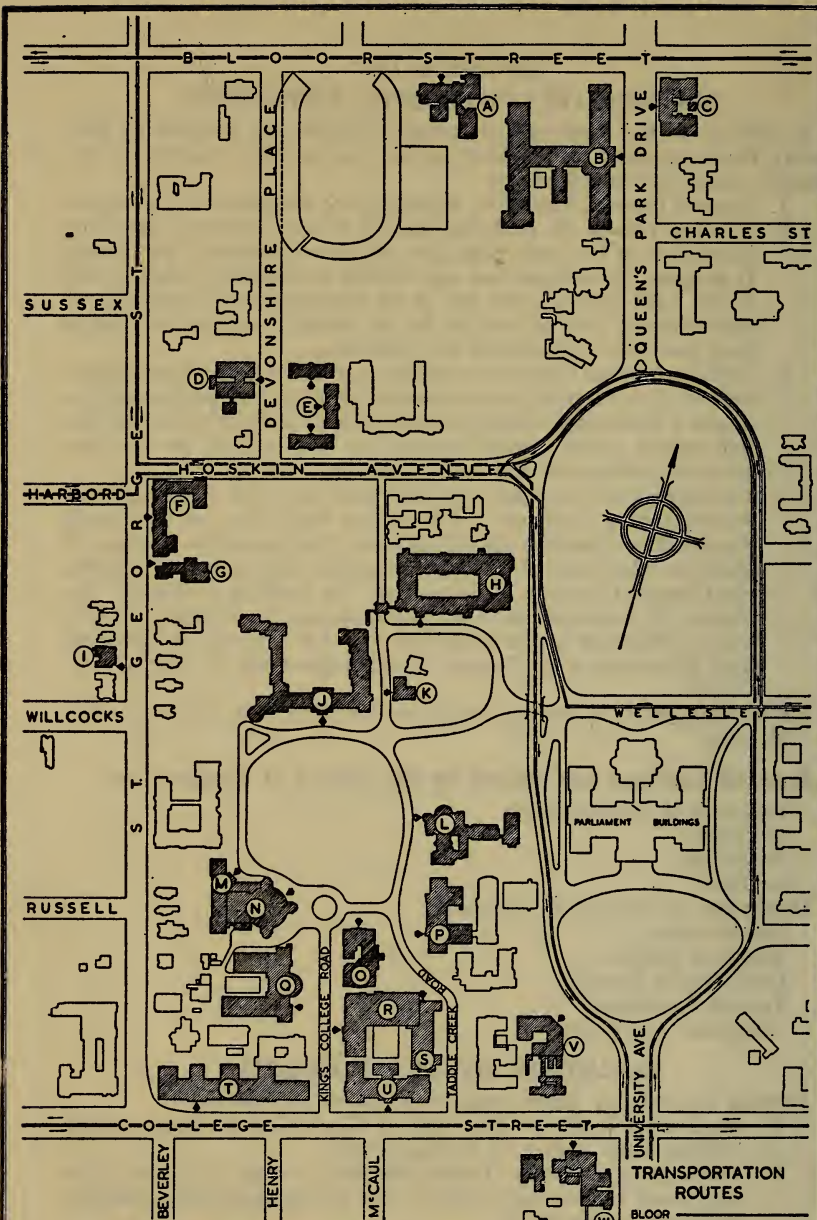
Details may be obtained by contacting:

The Secretary,
School of Business,
University of Toronto,
Toronto 5, Ontario.
Telephone: 928-3426.

LOCATION OF CLASS ROOMS

Business and industry classes meet in the following buildings:

- Mechanical Building—East side of King's College Road, second building from corner of College Street.
- McLennan Laboratory (Physics Building)—West side, King's College Road. Immediately north of lane to University Press and just north of College Street.
- Wallberg Building—Corner of St. George and College Streets. Use west entrance.
- School of Nursing Building—West side of St. George Street at corner of Russell Street. Use Russell Street entrance.
- Galbraith Building—North of College, East of St. George.
- Engineering Building—Corner King's College Road.
- Electrical Building—Taddle Creek Rd.
- Sidney Smith Hall—St. George Street.
- Mining Building—College Street.



DIRECTORY OF BUILDINGS

A	ECONOMICS	O	ENGINEERING
B	ROYAL ONT. MUSEUM	P	MEDICAL
C	HOUSEHOLD SCIENCE	Q	MCLENNAN LABORATORY
D	OCCUP. & PHYS. THERAPY	R	MECHANICAL
E	MEN'S RESIDENCES	S	ELECTRICAL
F	WHITNEY HALL	T	WALLBERG MEMORIAL
G	U.C. WOMEN'S UNION	U	MINING
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I	INST. OF CHILD STUDY	W	ROYAL CONSERVATORY OF MUSIC
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